

# Looking Back

# 1991

# CenterViews

Air Force Center for Engineering and the Environment

July - September 2012 Vol. 18, No. 3



# 2012

# Looking Forward

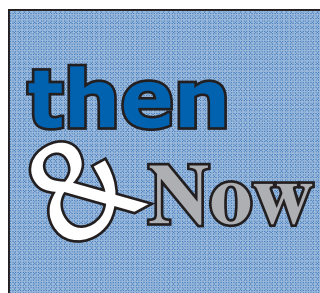
1991  
-  
2012

# looking back

## AFCEE through the years...



A group photo of AFCEE members taken in front of the old headquarters building at Brooks AFB.



### 4 View from the Center

AFCEE Director Terry Edwards sends his final quarterly message to employees before the organization becomes part of the new CE FOA.

### 5 A Moment in Time...

Take a look back to 1991 and see how things have changed since!



### 7 The first Center Views

The first issue of AFCEE's quarterly magazine, Center Views, is released. The four-page, black-and-white-publication highlights the news of the day including the expected launch of Pro-Act technical assistance and information line, an update on the planning for the AFCEE headquarters building and announcement of Lt. Col. James Van Ness and Julie Cantrell winning Thomas D. White Environmental Quality Awards.



# 14

## Service Before Self

From our beginnings in July 1991, AFCEE employees have always stepped forward to serve both the organization and the communities we call home.



# 16

The group photo of AFCEE members taken in 2011 following a special ceremony to commemorate the organization's 20th anniversary. See more photos of AFCEE all stars by division.



# 27

## Sharing memories

Do you remember when that lieutenant climbed into a suitcase? How about when they filled a coworker's cubicle with newspaper? Checkout these memories and more!



# 29

## Morale events

Halloween, chili cook-offs, holiday parties, picnics and more. Relive all the fun with photos through the years.



# 39

## Building on excellence

Although many details are still being finalized, learn the latest about the new CE FOA.

# looking forward





# view from the center

## The journey continues ...

### TERRY EDWARDS AFCEE Director

The evolution of the Air Force Civil Engineering community continues with the standup of a new field operating agency on Oct. 1 that will further centralize more missions in the CE portfolio.

**T**he FOA will merge operations currently conducted at AFCEE, Air Force Civil Engineer Support Agency and Air Force Real Property Agency, as well as some installation, major command and headquarters Air Force functions. This is an exciting time for the career field and gives us the opportunity to make a new way for civil engineering that will provide long-term efficiencies and benefits to keep our installation support functions viable well into the future.

At the same time, the transformation is somewhat bittersweet because it means AFCEE will cease to exist as an organization. We will furl and encase the unit flag during an inactivation and activation ceremony Oct. 1 when the new FOA stands up. For more than 30 of us who have been around since AFCEE's inception 21 years ago as the Air Force Center for Environmental Excellence, it will end an era that we experienced most of our adult lives.

Since AFCEE's beginning on July 23, 1991, at Brooks Air Force Base, Texas, until now, we have continuously pursued excellence in our program execution. We have made great strides as we maintained our focus on providing safe and functional installations for the Air Force's most valuable asset: our Airmen and their families.

**A**long the way, our work force of a few hundred expanded to about 700, but, nonetheless, we maintained a small unit mindset and enjoyed working in close proximity at Brooks and eventually here at Bldg. 171 on Port San Antonio. Mission accomplishments aside – and they were great and many – the most significant memories of the AFCEE experience for me are the daily interactions and friendships formed with wonderful, professional people. No matter the circumstances at work – be they hot taskers from higher head-

quarters, urgent requirements in support of the field, or critical budget and contracting issues – the AFCEE team has always delivered.

There's no reason to think things will be any different in the future. Despite the merger of the three units to create the new CE FOA, we will still, for the most part, work with the same people we do today. We will still use our individual expertise and experiences to create a strong team that delivers critical installation support to our warfighters. We will still enjoy picnics, holiday parties and who knows? Perhaps the merger will bring some new fun experiences our way.

**O**ne thing is certain as we close the AFCEE chapter and start a new one: We will continue to be customer-focused as professionals driven to perfection – people who will settle for nothing less than excellence in service to our Air Force. That's what I love about my job, and I look forward to the great things we will do together in the months and years ahead.

Check out the photos in this yearbook-style CenterViews. You will see a lot of faces from the past and present, and a lot of fun being had during some memorable morale events. That's the AFCEE I will always remember – a group of great folks who worked hard and played hard! I encourage you to save a copy of this, the last CenterViews magazine. It will be something we can all look at and treasure for years to come as we continue our professional journey under the new FOA. When the FOA stands up, just one publication, CE Magazine, will serve the CE community beginning in October.

Thank you for all you do and will continue to do!



**Director**  
Mr. Terry Edwards

**Deputy Director**  
Col. Dave Funk

**Civilian Deputy Director**  
Mr. Harry Finke

**Chief of Operations Support**  
Ms. Christine O'Brien

**Chief of Public Affairs**  
Mr. Michael Briggs

**Editorial Team**  
Ms. Debbie Aragon  
Ms. Jennifer Schneider

Editorial office:  
HQ AFCEE/OSR  
2261 Hughes Ave. Ste. 155  
Lackland AFB, Texas 78236-9853  
Telephone: (210) 395-8524  
DSN: 969-8524  
Fax: (210) 395-9525 Attn: AFCEE/OSR  
E-mail: [afcee.pa@us.af.mil](mailto:afcee.pa@us.af.mil)  
Visit *CenterViews* on the Web at [www.afcee.af.mil/media/index.asp](http://www.afcee.af.mil/media/index.asp)  
*CenterViews* is published quarterly as a funded newspaper by Strategic Communications, Air Force Center for Engineering and the Environment, Lackland AFB, Texas. It is an authorized publication for members of the U.S. military services. Contents of *CenterViews* are not necessarily the official views of or endorsed by the U.S. government, the Department of Defense or the Department of the Air Force. Reference to any commercial product or firm does not imply endorsement by the U.S. government or any of its agencies. All pictures appearing in *CenterViews* are U.S. Air Force photos unless otherwise noted. Readers are invited to submit articles, photographs and other items for publication. All material, however, will be edited to conform to the standards set forth in Air Force Instruction 35-101 and the Associated Press Stylebook and Libel Manual. Suggestions and criticisms are also welcome.



# then & NOW

**Then:** On October 1, 1992, Pro-Act was founded as a telephone hotline to assist with environmental compliance inquiries.

**Now:** AFCEE is the proud home of the Air Force NEPA Center. Founded in 2010, it is a center of excellence with in-person, telephone, and online resources for NEPA proponents and environmental compliance professionals.

**Then:** AFCEE began its community outreach efforts in 1992 with Earth Pals, a program designed to inform elementary-age school children about how to protect their environment.

**Now:** AFCEE boasts a proud legacy of giving back to the community, and as of 2012 has a robust community education and outreach program. We've sent subject matter experts to local high schools and colleges to encourage burgeoning engineers and scientists, as well as hosted expos and community cleanup events for Earth Day.



**Then:** In 1992, GIS becomes AFCEE's newest operational technology.

**Now:** In 2012, GIS is integral to mission-critical operations across AFCEE and the Air Force enterprise, including planning, asset management, and mapping environmental and cultural installation features with potential mission impacts.

**Then:** April 16, 1993 – The Environmental Services team takes home the gold in AFCEE's inaugural Annual Chili Cookoff, with their "Wild Hair Chili."

**Now:** March 20, 2012 – The Chili Cookoff's highest honors went to CXM's "CXM Chili-Con-Carnie!"

**Then:** August 23, 1993 – AFCEE gets its first deputy director, Col. Thomas W. Gorges.

**Now:** AFCEE has maintained a lineage of distinguished deputy directors, and now has two: one military (Col. Dave Funk) and one civilian (Harry Finke).

# then & NOW

## 1991

**Song of the year** – Unforgettable by Natalie Cole

**Movie of the year** – Silence of the Lambs

**Top TV shows** – Cheers, Murphy Brown and 60 Minutes

**Pop artists** – EMF, Paula Abdul and Mariah Carey

**Toys in demand** – Teenage Mutant Ninja Turtles and Rollerblade Barbie

**Super Bowl ad** -- \$800,000 on average

**Technology leap** – Tim Berners-Lee came up with the idea of making links to create The Information Mine, or TIM. It would later be renamed the worldwide web.

The internet was available to one million computers.

**Gallon of gas** -- \$1.12

**Dozen eggs** – 85 cents

**Loaf of bread** -- \$1.25

**Candy bar** – 50 cents

**Stamp** – 29 cents

## 2012

**Song of the year** – Rolling in the Deep by Adele

**Movie of the year** – The Artist

**Top TV shows** – American Idol, NCIS and 60 Minutes

**Pop artists** – Nicki Minaj, Katy Perry and Justin Bieber

**Toys in demand** – Monster High dolls and Imaginext sets including the space shuttle

**Super Bowl ad** -- \$3.5 million on average

**Technology leap** – Ten percent of the world's population, or 600 million people, have access to the internet.

**Gallon of gas** -- \$3.87

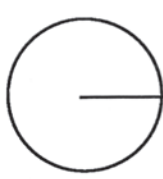
**Dozen eggs** -- \$1.80

**Loaf of bread** -- \$2.75

**Candy bar** -- \$1

**Stamp** – 44 cents





# Center Views

Air Force Center for Environmental Excellence • Brooks AFB, Texas • Sept. - Oct.

## Air Force tests bioventing

By GIL DOMINGUEZ

AFCEE Public Affairs

The Air Force is trying out a new technique in a nationwide initiative to clean up sites contaminated with jet fuel and other petroleum products.

Testing of the bioventing system, a technique that uses oxygen to remediate soil contaminated by jet and diesel fuel, oil and other hydrocarbons, got under way in May, according to Air Force officials.

Fifteen systems are currently in place at Beale AFB, Calif.; Eglin AFB, Fla.; Eielson AFB, Alaska; F.E. Warren AFB, Wyo.; Hill AFB, Utah; Lincoln Municipal Airport (Nebraska ANG); Lowry AFB, Colo.; Newark AFB, Ohio; Offutt AFB, Neb.; and Plattsburgh AFB, N.Y.

A total of 55 contaminated sites are scheduled to receive the bioventing technology, officials said.

Maj. Ross Miller, chief of AFCEE's Technology Transfer Division, said the basic elements of bioventing include a well -- or a series of wells depending on the size of the contaminated area -- and a blower system that pumps air through the well and into the ground.

Miller is the architect of the Air Force's "bioventing initiative" and one of the developers of this technology.

He explained that the oxygen promotes the growth of naturally occurring microorganisms which begin to "feed" on the petroleum hydrocarbons that make up the fuels and oils. After a time, the compounds are broken down into harmless substances.

"The hydrocarbons are mineralized, which means they are reduced to their lowest form of carbon dioxide and water," Miller explained. "That's the final step."

Bioventing works in most fuel contaminated places, he said. The only criteria is that the air must be able to flow through the soil and there must be enough hungry microbes to do the job.

The one place where the process is not appropriate, Miller points out, is where the groundwater is too close to the surface. In some areas the unsaturated soil, which is the zone between the land surface and the water table, is too thin.

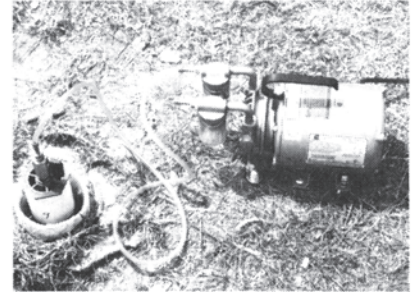
"In that case you would have to remove the water from the site and open up more unsaturated zone," he said, "In its simplest form, bioventing is most appropriate where you have heavy contamination and fairly deep unsaturated zones."

Miller emphasized that bioventing is not meant for treating groundwater but is a way of getting rid of contamination before it reaches the water table.

The tests conducted at the sites are of both short- and long-term duration. The short-term tests determine if conditions are right for bioventing. If so, a long-term trial is started, usually lasting from two to three years.

During this time, the system is checked every six months to see if it is operating properly and minor maintenance is conducted, if necessary. The bases where the technology is installed are responsible for monitoring the system.

Air Force officials say bioventing has minimized the use of more costly procedures



**BIOVENTING AT WORK -- A bioventing system injects oxygen into a well at a site contaminated with petroleum hydrocarbons.**

and has reduced the cost of environmental cleanup by 50 percent or more in most cases. At one site, for example, what would have taken \$1 million to remediate with another system cost \$70,000 with bioventing, officials said.

The Environmental Protection Agency recently directed its regional offices to cooperate with the Air Force in the nationwide bioventing trial run.

In a letter to regional directors, Richard Guimond and Thomas L. McCall Jr., senior EPA administrators, said that bioventing "has great potential for similar soil contamination problems at other federal and private sites."

"We believe that the Air Force initiative, in cooperation with the EPA and States, will go a long way toward restoring their contaminated sites and will provide a lot of cost and performance data on bioventing in a very short time," the letter said.

There are currently more than 4,300 documented Air Force disposal sites that require investigation and possible remediation, and at least 50 percent of those are contaminated with petroleum hydrocarbons, Air Force officials said.

## View from the Center

This is the first issue of what will be the official news and information publication for the Air Force Center for Environmental Excellence. We hope you take time to read its contents and begin thinking of ways to make *Center Views* a more effective medium for telling the AFCEE story.

The story is an **important** one. It was not very long ago that discussions about the ecology were confined mainly to the scientific and academic communities, along with a few special interest groups. Now the environment is discussed everywhere and is of concern to everyone - and well it should be. There is no doubt that the environment is one of the most vital issues of our time.

AFCEE was created because the Air Force wants to do something about the environment rather than just talk about it. As the old saying goes, we want to be part of the solution and not part of the problem.

By committing resources, expertise and energy to protecting the environment, the Air Force has shown its concern for the future of our planet. It also shows that it wants to be a leader and not just a follower in this effort.

AFCEE has some of the finest technical and scientific minds in the country who are putting the center on the cutting edge of new initiatives. Advances in science and technology showed us the extent to which pollution and the depletion of valuable resources were harming our planet. Science and technology can also lead the way in preventing additional harm and even reversing damage in many cases.

That is where *Center Views* comes in. We have an opportunity in this publication to highlight our accomplishments and tell our Air Force customers, industry and other communities who we are, what we are



doing and how we are helping make the environment better for everyone.

But like everything else in the Air Force, *Center Views'* success depends on team work. The Public Affairs staff needs your ideas and contributions to make the publication an effective source of information. Call PA at 4-3066 and help them tell the AFCEE story.

J.B. Cole  
Director  
Air Force Center for Environmental Excellence

## Answer only phone call away

### Environment line open in October

Air Force major commands and installations that have questions on environmental matters will soon be able to get an answer simply by picking up the telephone.

Beginning Oct. 1, Pro-Act, a free technical assistance and information help line set up by the Environmental Services Directorate's Pollution Prevention Division, will start taking calls.

Division officials said that judging from the experience of similar customer support services, they expect a heavy customer load once Pro-Act is in full operation.

They estimate there will be up to 125 "quick on-line" questions coming in per week. Those are queries the staff can answer while the customer is still on the line.

They also expect between 80 and 100 calls per month that will require in-depth technical and regulation research. The Pro-Act staff can dedicate up to 40 hours of staff time to produce a response to those questions, officials said.

***'I'm more excited about this initiative than anything else I've done to date to serve our customers.'***

***- - Capt. Tim Green***

Project manager Capt. Tim Green said that the Pro-Act staff will be able to answer questions covering the entire environmental area but will initially focus on pollution prevention and compliance.

"One of the nice things about Pro-Act is that we'll be able to dedicate up to 40 staff hours researching and tailoring answers to tough questions and complex issues,

whereas somebody at a base wouldn't have the staff to find a solution," he said.

AFCEE customers will be able to reach Pro-Act through an 800, commercial or DSN number as well as Electronic Mail, the captain said.

Those numbers will be announced later.

"We're still working the details on time-zone differences and looking at extended hours," he said. "Our current plans are to have personnel in the office during regular hours for customers in the continental United States. There will be 'live' coverage for the first 12 hours. Calls coming in after that will be recorded for next-day response."

Green added that Pro-Act will be a valuable tool in reaching out to customers and letting them know about successes, lessons learned and solutions to pollution problems.

"I'm more excited about this initiative than anything else I've done to date to serve our customers," he said.

# At the Center

## Awards

**Capt. Howard Steck** is the first recipient of the Company Grade Officer of the Quarter award at the Air Force Center for Environmental Excellence.

Steck was recognized for his service as Space Division deputy chief, Construction Management Directorate.

Officials said the captain was responsible for acquiring and furnishing an interim AFCEE facility. In accomplishing this task he did everything from coordinating furniture requirements with each directorate to operating a forklift when the material arrived.

This work required "long hours, dedication, professionalism and a real commitment to AFCEE and the Air Force," said Lawrence Leehy, Construction Management technical associate.



**Capt. Howard Steck**

**Lt. Col. James Van Ness** and **Julia A. Cantrell** have received the Air Force's General Thomas D. White Environmental Quality Award for Individual Excellence.

The annual award is presented to individuals who demonstrate excellence in environmental and natural resource management or community planning.

Van Ness, AFCEE Staff Judge Advocate, was recognized for his service during a two-year period as the Air Force's chief legal counsel for environmental matters in Alaska.

He represented the service in negotiations with the Environmental Protection Agency and the Alaska Department of Environmental Conservation concerning environmental cleanup at Shemya, Eielson and Elmendorf AFBs.



**Lt. Col. James Van Ness**

Cantrell, an AFCEE environmental program manager, was honored for her work as an environmental protection specialist at the former Strategic Air Command headquarters, Offutt AFB, Neb.

While in that assignment, she provided specialized consultant services to headquarters staff and all SAC bases to ensure compliance with federal, state and local environmental laws, directives and regulations.

Cantrell also provided guidance in the preparation and management of environmental assessments and environmental impact statements.



**Julia A. Cantrell**

## Organizations

One of the newest AFCEE organizations is the Consultant Operations Division of the Environmental Services Directorate. The division was formally established July 1.

The division is staffed by technical experts in the fields of pollution prevention and environmental restoration. It is currently providing interdisciplinary engineering and scientific support in solving environmental cleanup problems and issues.

The division's chemists, engineers, hydrologists and toxicologists can assist environmental managers throughout the base closure and Installation Restoration Program process.

## AFCEE Building

The AFCEE headquarters building, scheduled for completion in 1994, is beginning to take more definitive form. Cromwell Architects and Engineers conducted a written survey of center personnel followed by face-to-face interviews with more than 40 center staffers.

The personal interviews, conducted Aug. 10-12, gave the contractor an idea on what the center's people require in the way of space and facilities.

Following that, the A-E prepared a Program of Spaces and presented it to AFCEE officials for review and approval on Aug. 19. The report documents space requirements for each directorate and division as well as support areas such as conference rooms, toilets, break areas and others.

The next phase of the design effort was the charrette. During this intensive design meeting, the A-E presented AFCEE officials with three conceptual plans for the 60,500 square-foot building.

## Vote

Dave Cole, AFCEE voting officer, has Texas voter registration and absentee ballot request forms available. He reminds everyone to "Please take advantage of your privilege to vote this election year." Call Cole at 4-3561 for more information.

*Center Views* is an authorized publication of the Air Force Center for Environmental Excellence, Brooks AFB, Texas. Contents are not necessarily the official views of, or endorsed by, the U.S. government, the Department of Defense or the Department of the Air Force.

*Center Views* editorial content is prepared or edited by the AFCEE Public Affairs staff. All photographs are Air Force photos unless otherwise indicated.

Submissions are encouraged. They should be sent to AFCEE/PA, Brooks AFB, Texas 78235-5000.

Editorial staff:

J. B. Cole  
AFCEE Director

Col C. Ronald Jones  
Technical Associate

Mike Hawkins  
Public Affairs Director

Gil Dominguez  
Editor



Photo by Gary DuPriest

**TALKING BASE CLOSURE** - Lt. Col. Gary Baumgartel, Environmental Planning Division chief, shares his views with contractor representative Sandy L. Cuttino and Tim Tandy of the Federal Aviation Administration. Baumgartel and other Air Force officials were at a town meeting to discuss the closing of Eaker AFB with the citizens of Blytheville, Ark.

## DoD ahead in waste cuts

By F. PETER WIGGINTON

American Forces Information Service

The Department of Defense has met its hazardous waste reduction goals one year ahead of schedule.

The department originally hoped to dispose of 50 percent of its hazardous waste between 1987 and 1992. However, according to data compiled by the Defense Environmental Management Information System, DoD hit the target at the end of 1991.

Further, recently released figures show disposal reached 53.9 percent, nearly 4 percent above projections. Even more encouraging, industrial-type facilities reduced hazardous waste by 63.5 percent during the reporting period.

These facilities normally account for about 60 percent of all hazardous waste generated. They include shipyards, maintenance depots and air logistics centers.

Also significant is that these reductions occurred during the increased activities associated with Operations Desert Shield

and Desert Storm. According to Tom Baca, this demonstrates that the department's pollution prevention investments are paying off. Baca is deputy assistant secretary of defense for environment.

"I am proud of the efforts that the department has made," Baca said. "The future is even brighter as we develop new technologies and processes leading toward the drastic reduction and elimination of the use of hazardous materials."

He noted the department has won two Environmental Protection Agency awards. The agency presented one award to the Navy Exploratory Development Program, Warminster, Pa. It gave the other award to Fairchild AFB, Wash.

EPA commended the Navy for developing a unicoat paint, which reduces volatile organic compounds and hazardous waste by 67 percent. The new product permits a one-coat application instead of the traditional two primers and top coat operation. EPA lauded Fairchild for its comprehensive pollution prevention planning and implementation efforts.

## Design Group studies ADA

The Design Group's Architectural Division is currently involved in two policy issues that affect civil engineering facility design.

One concerns the Americans with Disabilities Act (ADA), a new federal law which requires that facilities be more accessible to people with disabilities or other physical limitations.

The Department of Defense has determined that the Uniform Federal Accessibility Standard (UFAS) is still the governing criteria on federal reservations. However, the UFAS is not as comprehensive as the ADA, according to officials.

Architectural Division officials said that many questions are being asked about adopting the ADA to DoD facilities. They are monitoring this issue closely with DoD and the other military services and will get the word out if there are any changes in the current policy, officials said.

The second issue is the possible replacement of Air Force Regulation 88-15 and other 88-series regulations governing building standards with a model building code. This is not a new issue, however.

"Over the years the topic has been looked at in great detail but has always been placed in the 'too hard to do' category," said Don Ritenour, Architectural Division chief. "In fact, it may still be in that category. But with the reorganization of the Air Force, and civil engineering in particular, and the increased emphasis on reducing regulations and publications, the time may be right."

Ritenour said his division and the Systems Engineering Directorate at the Air Force Civil Engineering Support Agency are investigating the merits of the proposal and evaluating what documents will be required to supplement a model building code.

"Our next step is to meet in a tri-service forum to identify concerns of our design agents to determine the impacts on the other services," the division chief said.



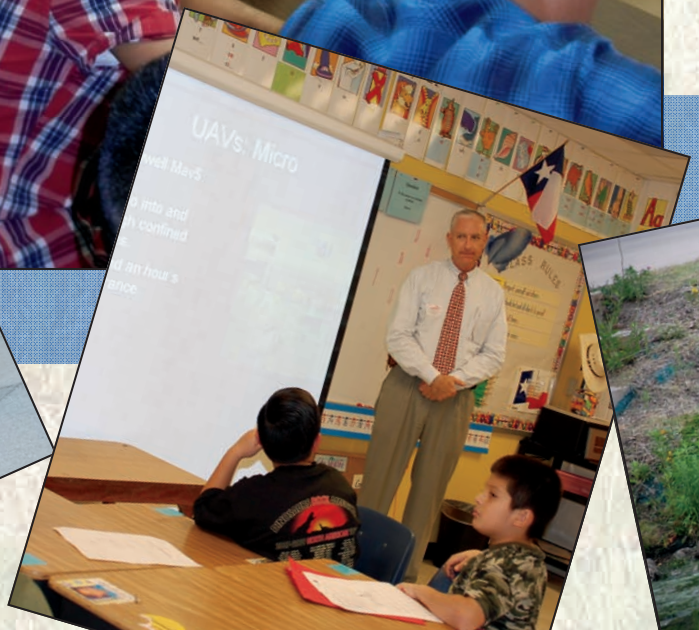
# integrity first...

Integrity First is the first of the Air Force's three core values. AFCEE employees have always recognized the importance of environmental stewardship and engineering excellence ... doing the right thing all the time.



# service before self...

From the beginning of the unit, AFCEE employees have stepped forward to serve! From school mentoring visits and food collections to trash pickups and park cleanups, military, civilian and contract employees have lived the Air Force's second core value.





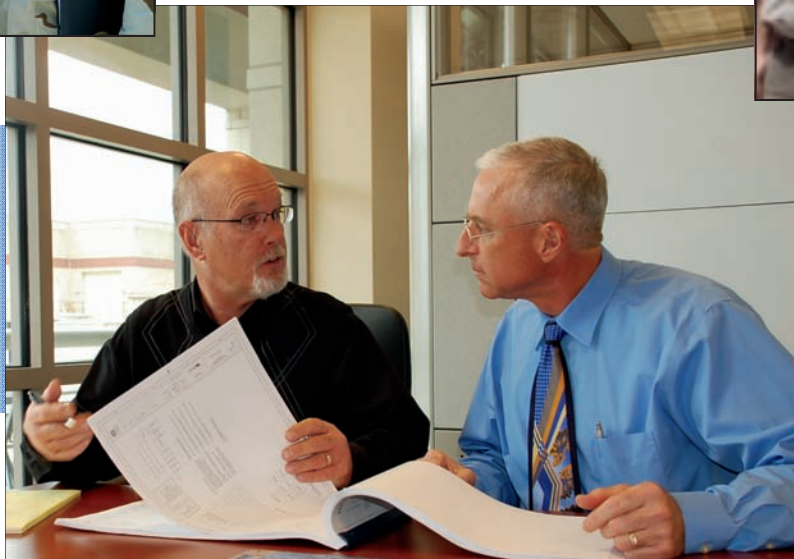
(Clockwise from above left) Mentoring engineering students at the University of Texas San Antonio, helping students with a project, beautifying San Pedro Park clearing the way for water fowl at Mission Reach, visiting with students at Robert E. Lee High School's STEM Academy, collecting donations for the local food bank, removing brush at San Pedro Park, more work at Mission Reach, helping students with a science lesson, picking up trash within the Bldg. 171 compound, encouraging architects of the future and motivating students to stay in school.



# excellence in all we do...



Over the last two decades, AFCEE employees have held themselves to the Air Force's third core value — excellence in all we do. Their stellar work ethic is evident in awards they have received, inspections they have surpassed, and facilities and programs that have been held high as benchmarks for others to follow.



# Welcome to the AFCEE front office...



**Mr. Terry Edwards**  
Director



**Col. Dave Funk**  
Deputy Director



**Mr. Harry Finke**  
Deputy Director



The 2012 AFCEE front office support is Lisa Schmidt, Capt. James Melvin and Gaye Schwarm, seated.

## Past AFCEE leaders...



**J.B. Cole**  
July 1991 -  
December 1993



**Col. Thomas W. Gorges**  
December 1993 -  
May 1995



**Gary M. Erickson,**  
March 1996 -  
July 2003



**Paul Parker**  
July 2003 -  
November 2007



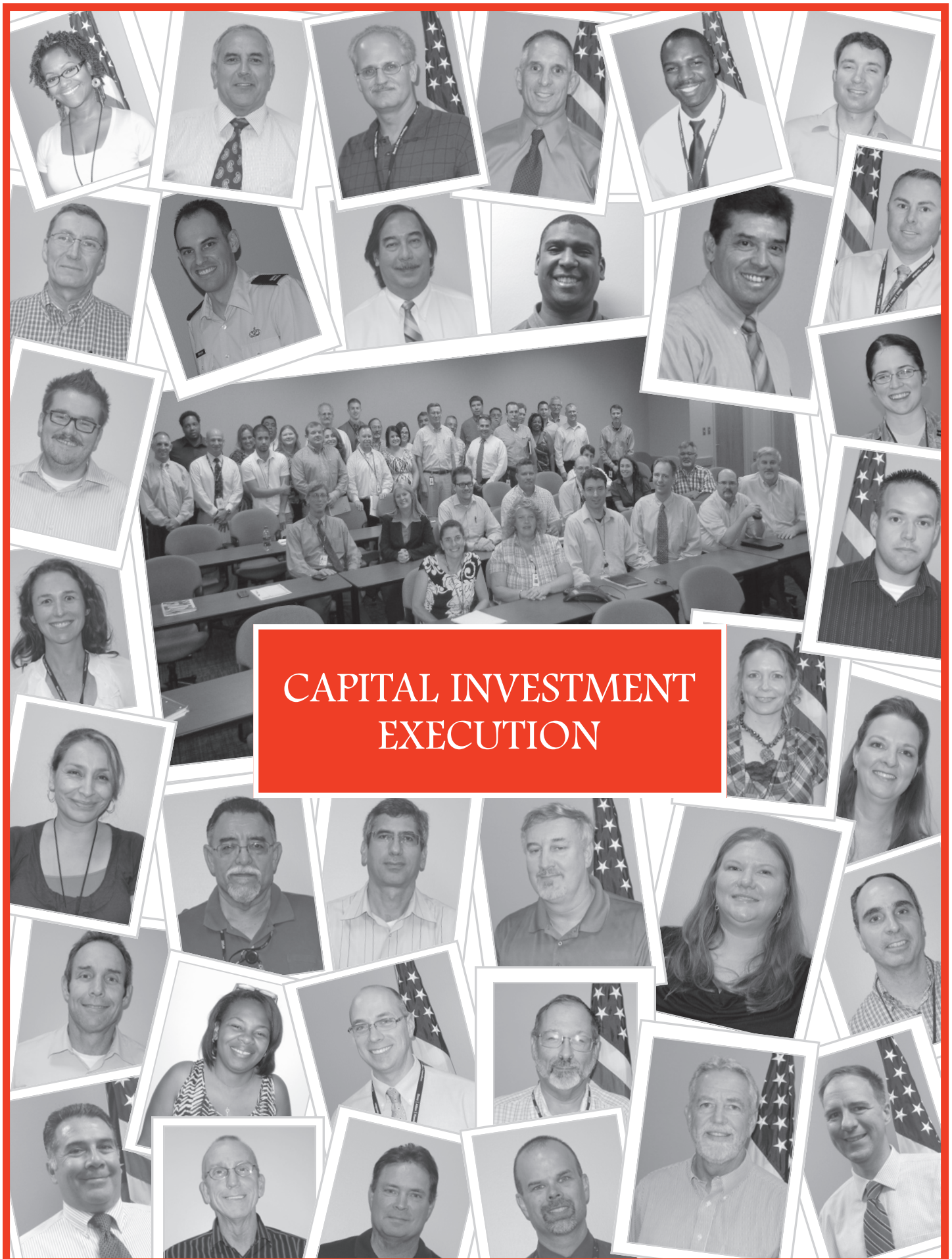
**Dennis Firman**  
November 2007 -  
October 2010



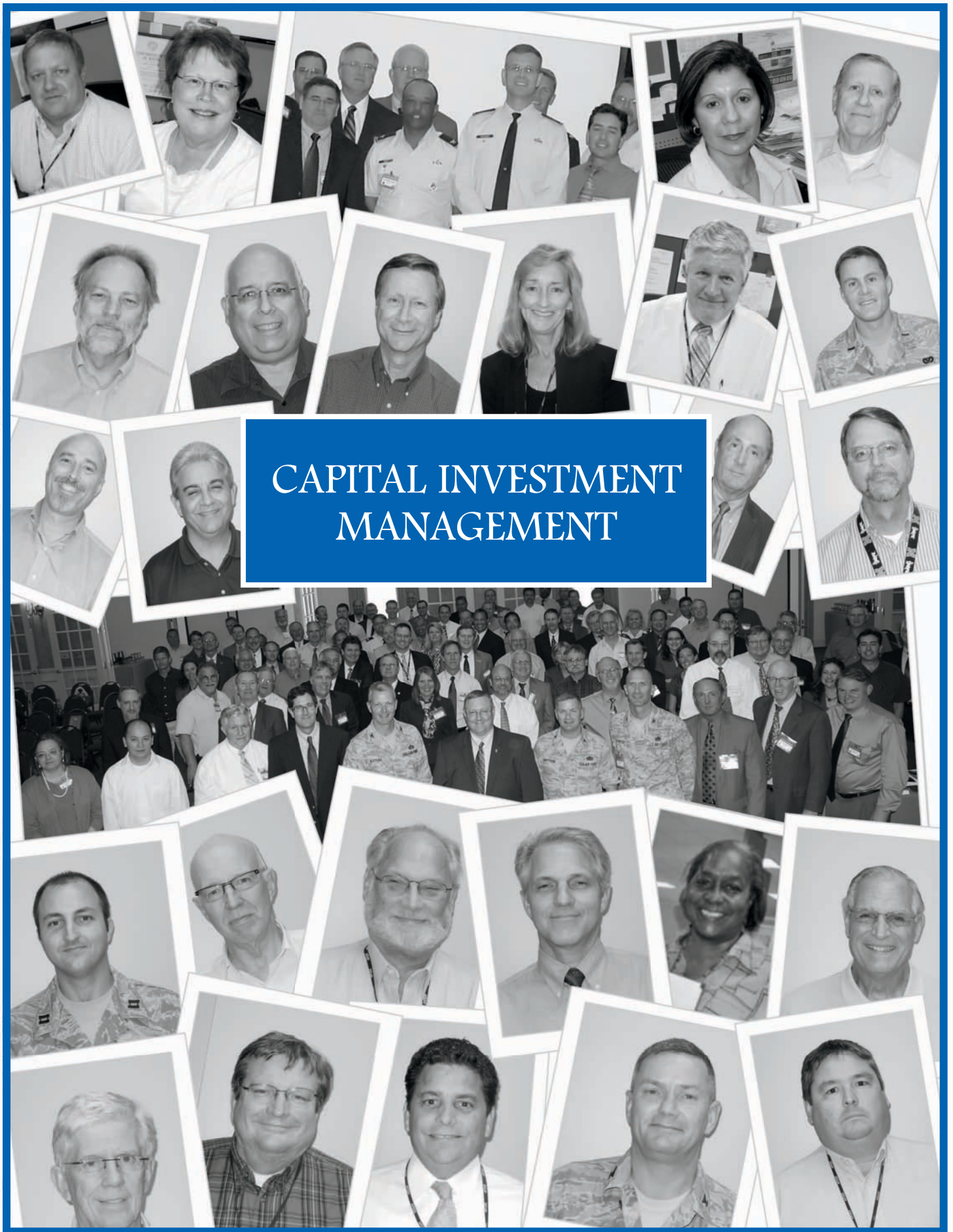
The original AFCEE front office in 1991 including Director J.B. Cole, seated.



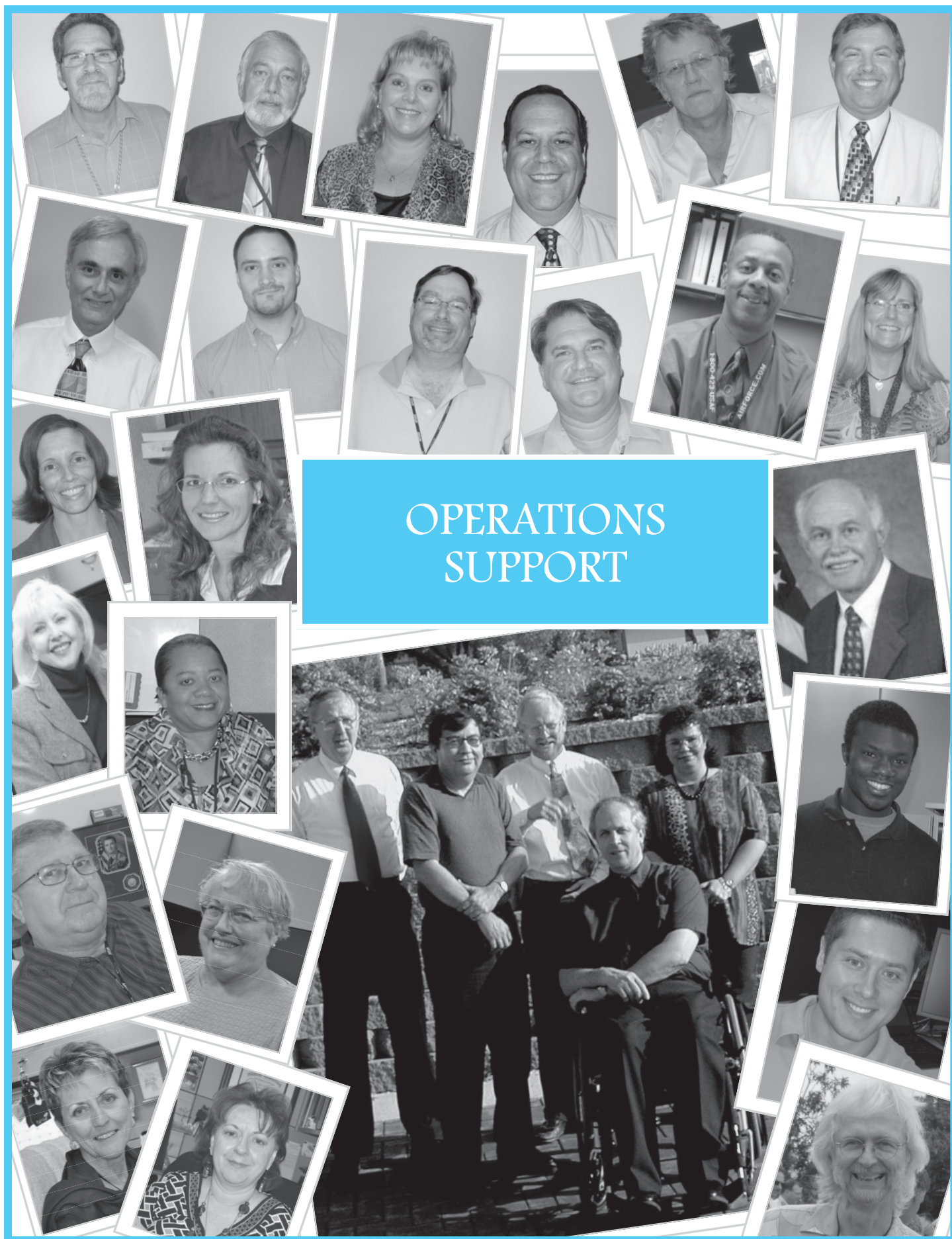
CONTINGENCY  
CONSTRUCTION

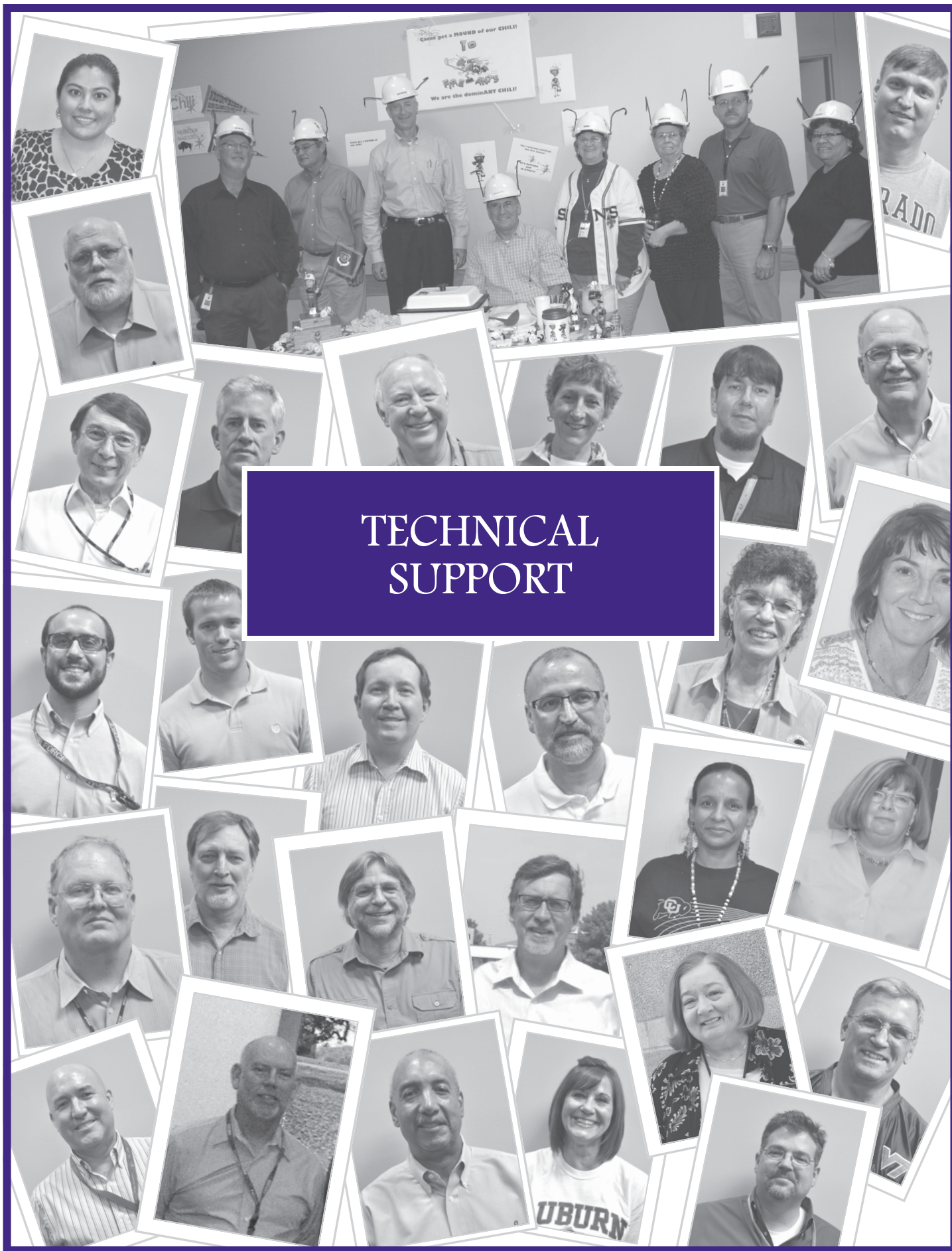


## CAPITAL INVESTMENT EXECUTION

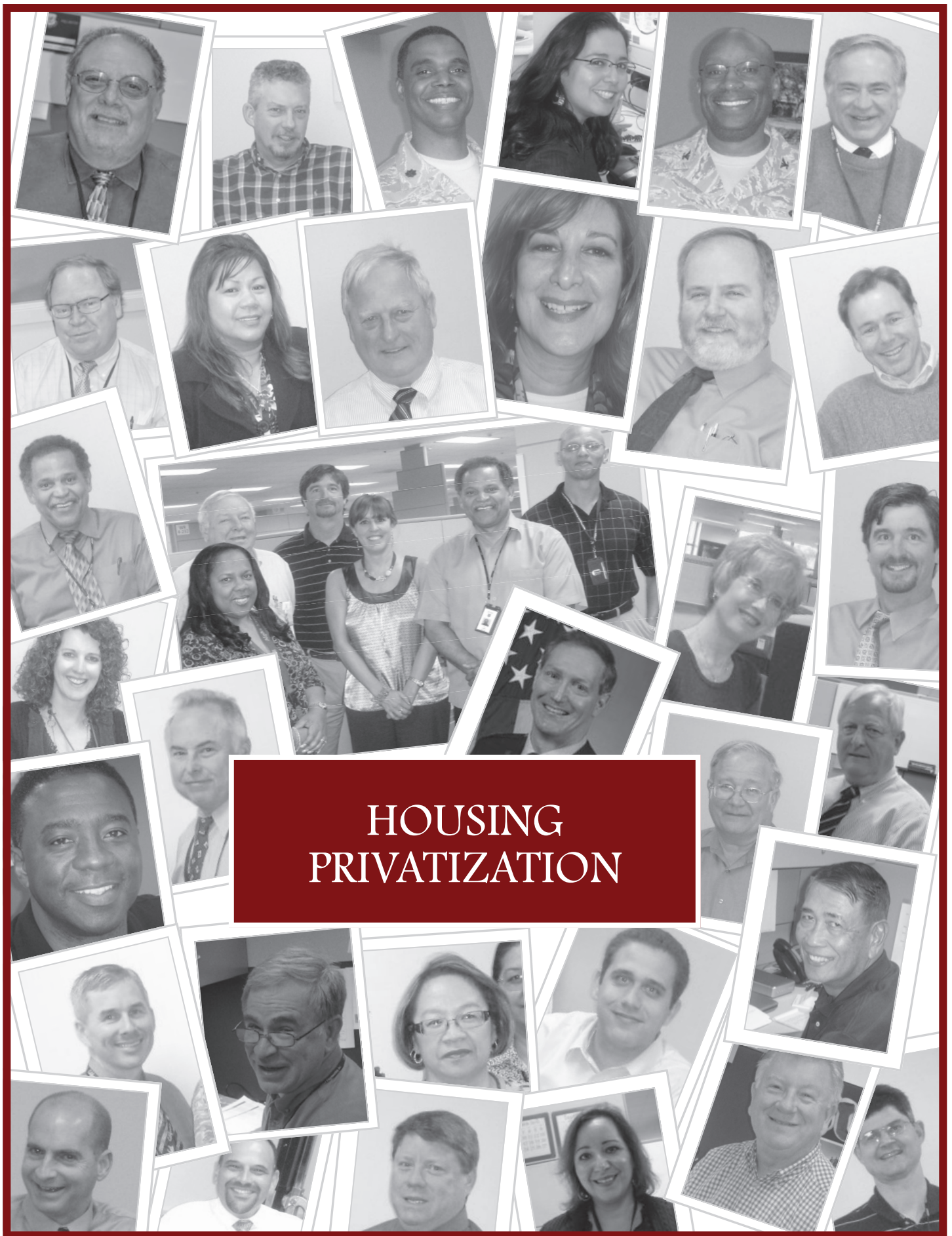


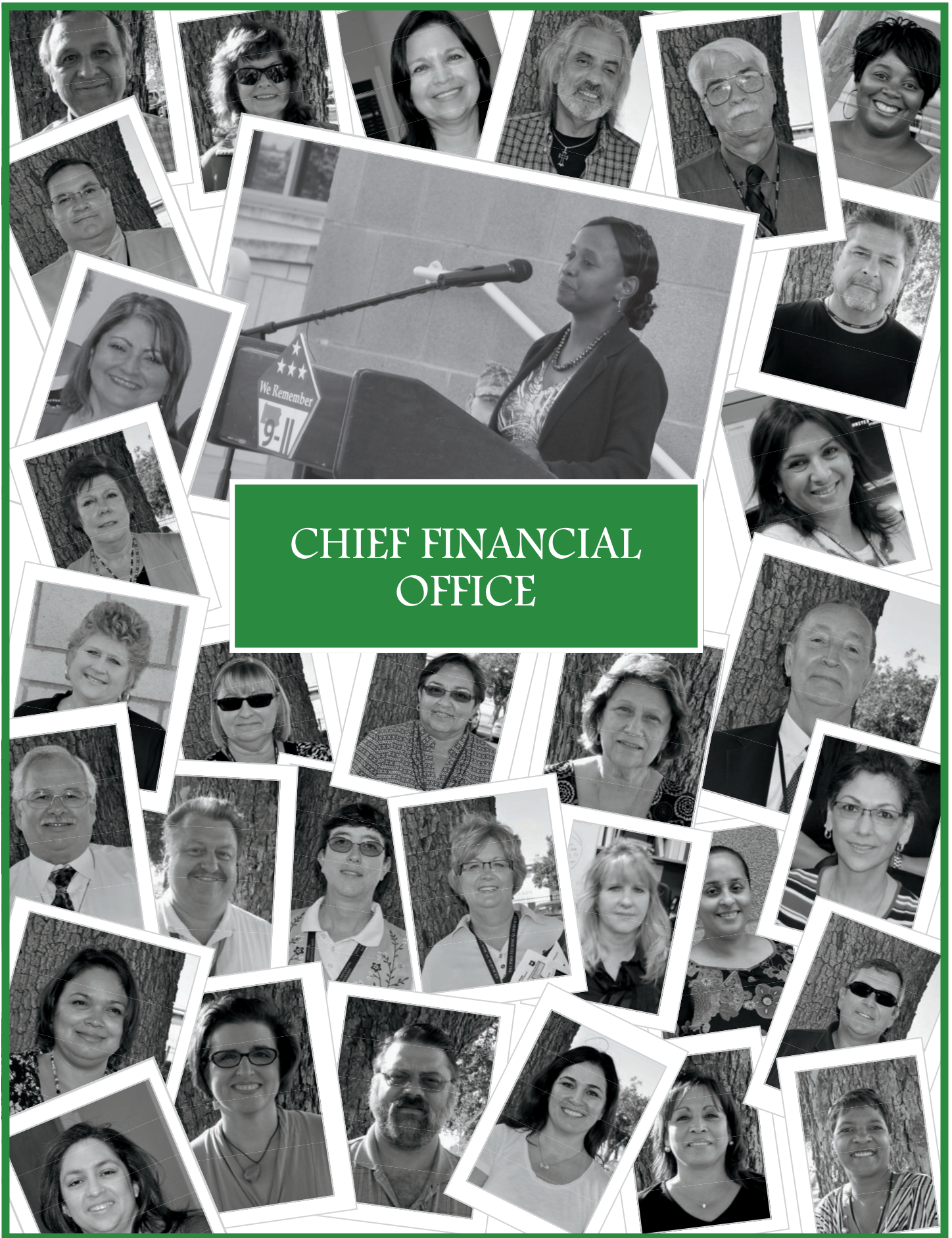






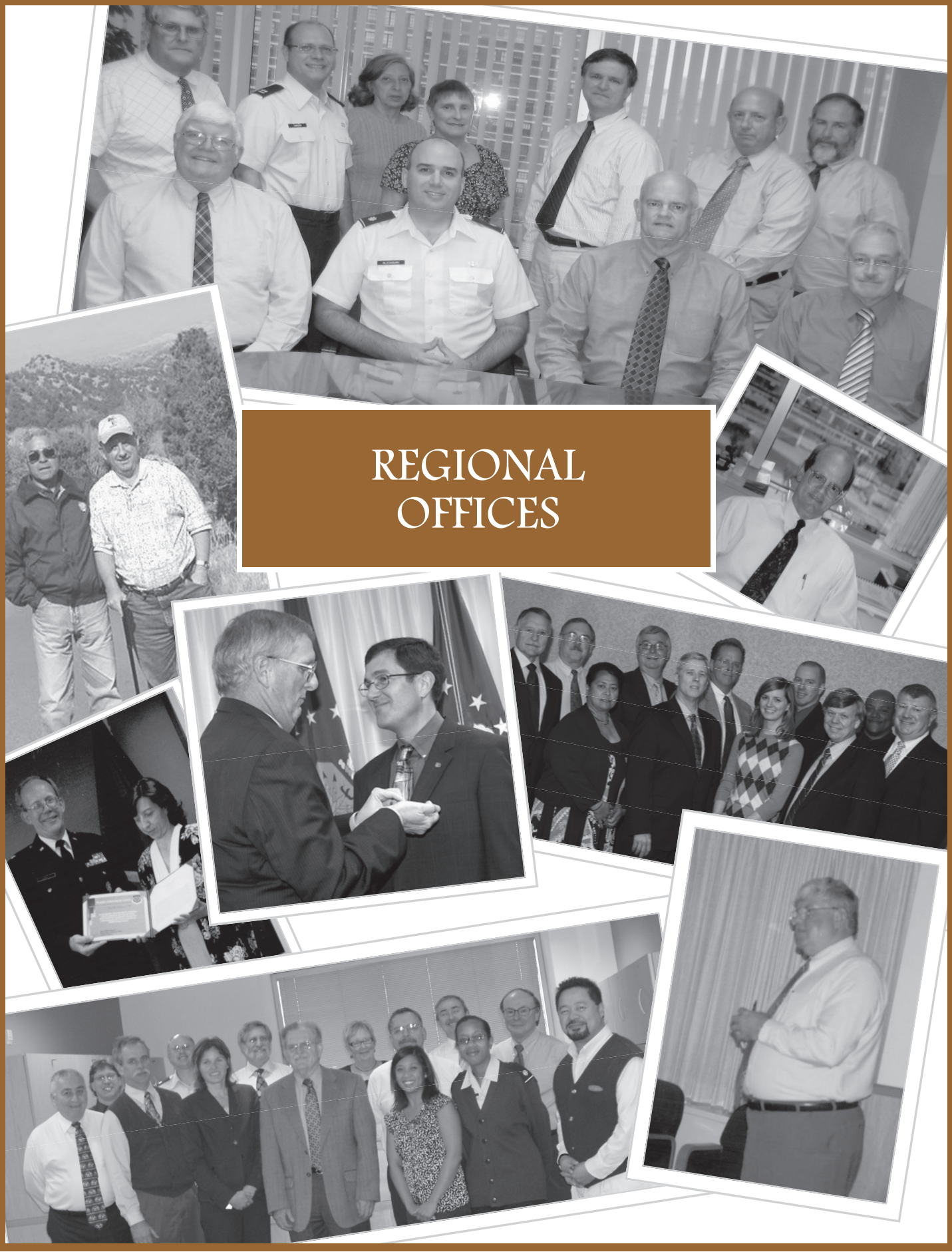
## TECHNICAL SUPPORT



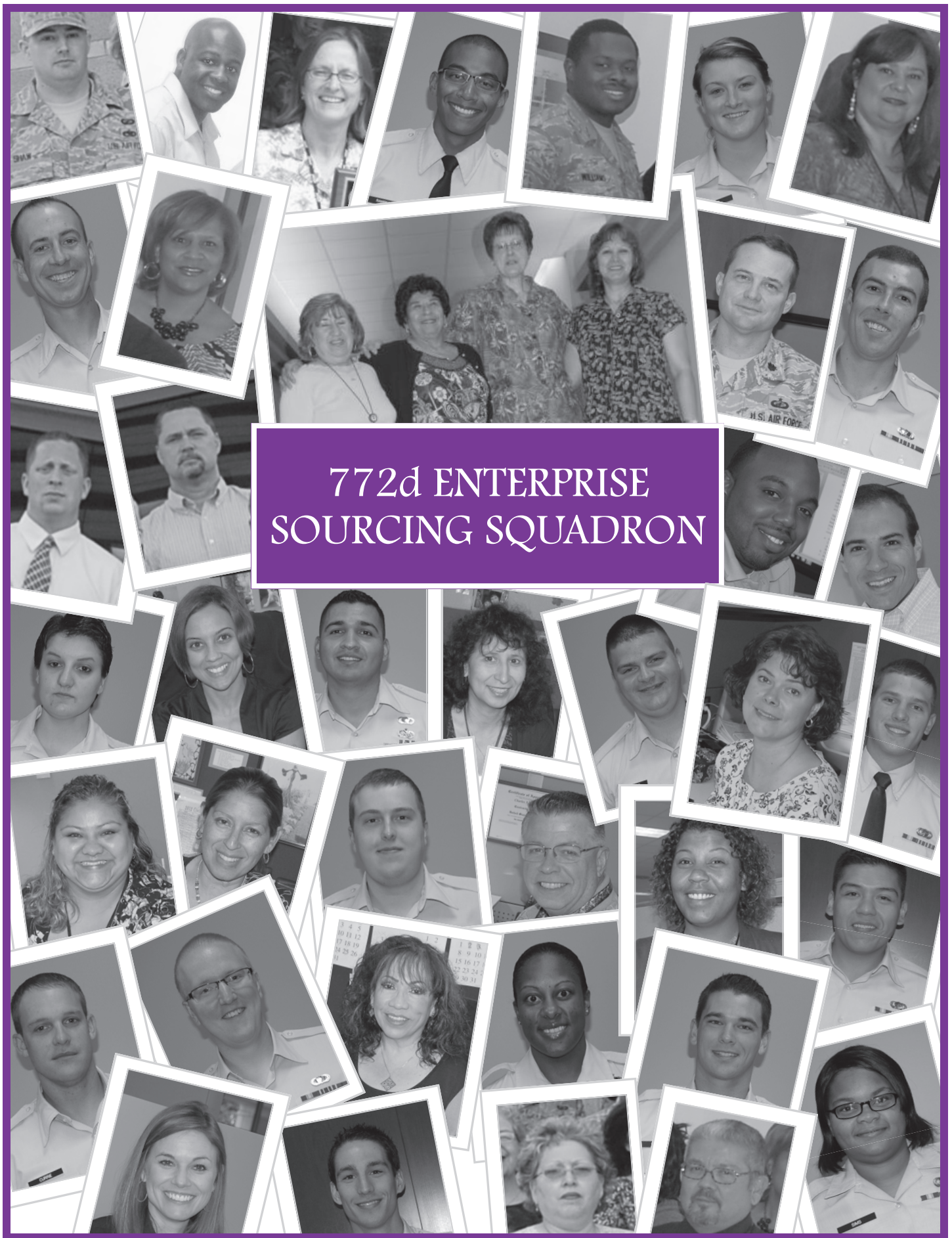


## CHIEF FINANCIAL OFFICE





REGIONAL  
OFFICES



772d ENTERPRISE  
SOURCING SQUADRON

Favorite memory? "Two guys, namely Mike Clawson (who is now at AFCEA) and Bill Kivela STUFFED Nancy Carper's cubicle with newspapers and hung up a sign reading, 'Newspaper Recycling Bin. If bin is full, call Nancy Carper.' It was so full she couldn't get to her phone, and the calls were coming in!" — Laura Maxwell, EX, at AFCEE for 19 years



Favorite memory? "Celebrating AFCEE's 20th Anniversary after having been here from the initial startup of the organization." — Rich Perry, OS, with AFCEE since 1991

Funniest memory? "Chasing down a raccoon in a large, open, newly constructed building." — Josh Biggers, EX, eight years at AFCEE, none of it at the headquarters

# Memories

Favorite events? "Chili Cook-offs with skits! Truly a team building experience ... amazingly talented people at AFCEE." — Roger Lozano, EX, more than 15 years at AFCEE

Favorite memory? "So many fond memories that it's really hard to pick just one favorite, but I guess it would be the early days when we scrambled around looking for pencils, paper, typewriters ... and our computers were Wangs." — Rosszella Greer, OS, with AFCEE for 20 years



What do you like most about AFCEE? "... being surrounded by professionals daily is a benefit. Many of my superiors and colleagues are mentors. I thank God for this every day." — Jennifer Sanchez, EX, seven years at AFCEE

Favorite events? "The holiday party in December, both the luncheon get-togethers as well as the old evening dinners." — Don Kellogg, EX, more than 19 years at AFCEE

"I've only been with AFCEE a little over 2 years, but it has been one of the most rewarding experiences in my government career. The work can be challenging, but everyone is helpful and also enjoys the work." — Tammy Trippler, HP

Funniest memory? "While looking out a window in Bldg. 532, I saw a JA lieutenant colonel, a well-known golf enthusiast, getting his brief case out of his trunk. When a bag of golf balls started to spill out onto the pavement, he ran fast towards a nearby storm drain and threw himself lengthwise over the opening. He was determined to save them!" — Beth Davis, TD, at AFCEE since 1993

Why was AFCEE such a success? "It (AFCEE) has tremendous talent and great flexibility in being able to respond to different mission requirements. (When AFCEE stood up) the attitudes were the right ones and those have carried forward." — J.B. Cole, AFCEE's first director who retired in 1993



Favorite memory? "Playing 'cubicle mini golf' in Bldg. 728 at Brooks. Since AFCEE engineers configured the course, each hole was very interesting and challenging, making use of available office tools, including desks and trash cans. It was great fun as well as a terrific team bonding experience!" — Lisa Fisher, HP, with AFCEE more than seven years

# Memories

Funniest memory? At the start of the Camp Bastion program in Afghanistan, we had a coordination meeting in Cambridge, England, that aligned with the 65 percent design review for the new runway AFCEE was executing. We had some full-sized copies of the plans that needed to go on the trip with us with no time to ship them ahead. I brought in my largest suitcase to see if the plans would fit and everyone joked that one of the lieutenants deployed to AFCEE could stow away in it! Lieutenant Ross Strebig took the comments as a challenge and actually managed to get inside (though he had to remove his boots)!" — Dawn Robinson, CX, with AFCEE for 3 years



# HALLOWEEN FESTIVITIES



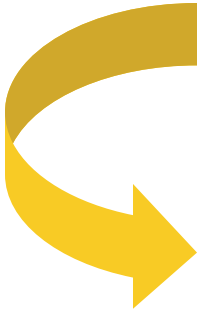


*Good friends, good times*

# PICNIC

## AFCEE-STYLE









# CHILI

## Cook-offs





Ch  
H





# Peer-for-all!

## Holiday Parties



sit  
push  
**UPS**  
competition





# Other AFCEE Fun



# Looking Forward

## As AFCEE ends its journey, a new one begins ...

Every Air Force component is working to find better ways to accomplish the mission and maintain operational effectiveness in today's environment of Department of Defense budget constraints. In November 2011, Maj. Gen. Timothy A. Byers, the Air Force Civil Engineer, announced "CE Transformation – Accelerated" to address the continuing changes Air Force civil engineering would undergo to meet these fiscal challenges.

Part of this transformation is the creation of a new Civil Engineer Field Operating Agency that merges the competencies of AFCEE, Air Force Civil Engineer Support Agency and Air Force Real Property Agency. This CE FOA of the future will serve as the centralized hub of expertise, guidance and support for the Air Force civil engineering community. Its capabilities will include strategic planning and basing, facility planning and programming, design and construction, operations and maintenance, environment, real property, readiness, energy and housing.

### Initial operating capability

The new Civil Engineering FOA is scheduled to reach initial operating capability on Oct. 1 with locations in San Antonio and at Tyndall Air Force Base, Fla.

The new FOA construct creates an opportunity to apply the most effective business approaches across the enterprise.

By centralizing capabilities, the Air Force will speed processes, prioritize delivery and be in a better position to make smart business decisions. This will lead to more efficient and standardized operations to better serve the needs of the force.

While the transformation process has been accelerated, the vision for the changes that began in 2007 has been carefully examined and honed. In terms of the environmental program that AFCEE has executed since its inception in 1991, this is a new and transparent way of doing business that complies with the Air Force secretary's and chief of staff's priorities for Environment, Safety and Occupational Health programs, which are to comply, reduce risk and continuously improve.

### Executing a more efficient program

The primary focus of the consolidated environmental program is to execute a more efficient program. This begins with a stronger technical expertise that will allow the FOA to apply the right talent at the right place and the right time. The FOA will provide tools for customers to let them clearly understand who to contact for support, and leaders will be able to better track operations and apply assets where needed the most.

While some functions will transfer to the FOA, the FOA team will be a partner and advocate for installations in helping manage and execute their Environmental Quality and National Environmental Policy Act programs. The goal is to improve program execution by creating standards for efficiencies, eliminat-

---

"And what does the director (Paul Parker) see ahead for AFCEE? He said he is often asked if there will ever be a merger of the two civil engineering field operating agencies — AFCEE and the Air Force Civil Engineer Support Agency at Tyndall AFB, Fla.

AFCEE and AFCESA fall under the Office of the Air Force Civil Engineer in Washington, D.C.

"I do not see that in the near term," he said. "But I think if you look downstream it certainly will be looked at again."

— From CenterViews, Fall/Winter 2003

---

ing the inconsistencies of the previous system, and identifying and propagating best practices across the enterprise.

The transition of EQ and NEPA Center of Excellence programs to the FOA will give the Air Force a central sight picture for such things as regulatory tracking and reporting, data compilation, plans and permits, audits, and a host of other activities which provide leaner and more efficient environmental operations.

### Centralizing, standardizing

The new FOA also centralizes and standardizes processes to better prioritize and optimize the delivery of facility design and construction. These efforts will enable enterprise-wide advocacy and allocation of resources to reduce "risk to mission" and "risk to Airmen." The goals are to fully utilize both installation and FOA project execution capabilities, improve efficiency and responsiveness, and maximize expeditionary combat skills training and development.

The new FOA will continue to provide centralized facility design and construction management for all Air Force military construction, a portion of restoration and modernization, military family housing, and select sustainment projects. The CE FOA will gain efficiencies by implementing standardized designs for similar facility and infrastructure types, standardizing business processes, implementing best practices, and seeking other workload reduction strategies, such as packaging single-facility requirements into "whole-facility investments" and using regional acquisition strategies.

Across the portfolio, members of the CE community are taking actions to gain efficiencies. From readiness to energy and real property to explosive ordnance disposal, the FOA of the future will look at the best way to deliver value to the Air Force without sacrificing capability. The transformation underway will continue to allow CE professionals to "Build to Last and Lead the Change."

HQ AFCEE/OSR  
2261 Hughes Ave, Ste. 155  
Lackland AFB, TX 78236-9853

